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MEMORANDUM FOR: Assistant Deputy Director for Support

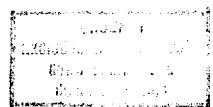
SUBJECT : Personnel Ranking

REFERENCE : Your memorandum dated 25 June 1971,
subject as above

1. This responds to your request in the referent memorandum for information on our procedures for the inverse ranking of personnel, and on action we consider appropriate for the bottom fraction at each grade level.

2. All SF personnel in grades GS-07 through GS-15 are evaluated and competitively ranked by the SF Career Service Board or Panels at least annually. We do not competitively evaluate or rank personnel in grades GS-06 or below. The SF Junior Professional Panel evaluates and ranks personnel in grades GS-07 through GS-09; the SF Evaluation Panel evaluates and ranks personnel in grades GS-10 through GS-13; and the SF Career Service Board evaluates and ranks personnel in grades GS-14 and GS-15. The Board also reviews and, as appropriate, modifies or concurs in the rankings prepared by the two Panels. The Competitive Evaluation Lists for personnel at each grade level are forwarded to the Director of Finance, as Head of the SF Career Service, for final review and approval.

3. The modus operandi followed in ranking SF personnel tends to vary slightly between the Board and Panels; however, the basic factors considered are essentially the same for all grade levels. The entire Agency employment record is made available for each employee, but from the standpoint of performance, emphasis is placed on the Fitness Report record and other pertinent record data during the past 2-3 years. The same careful consideration in ranking is given to those careerists who fall at the bottom of the list as is given to those who fall in the top group. It has been our experience that considerably more time proportionally is often required in ranking those careerists who fall at the bottom of the list. Although this is not by design, it evidences recognition on the part of Panel and Board members of the significance which may be attached to the lower rankings and the possible impact on the career of each employee concerned. To date, our rankings have not been prepared with the thought that they would be used for reduction-in-force action. However, I do not believe that the lists would be significantly different if they were prepared with this specific objective in mind.



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4. With respect to action taken on those careerists at the bottom of our Competitive Evaluation Lists, we have no formal or unique procedure established to deal with these employees. For those employees who are unable to meet current performance standards, formal action as appropriate is taken to effect their separation. For those employees who repeatedly fall at or near the bottom of our lists, we remain alert to opportunities for their transfer or separation in the interest of the overall qualitative improvement of the SF Career Service. The action we have taken to date on our careerists in the bottom portions of our CEL's has consisted of reassignment explorations, persuasion to seek other employment, and encouragement to apply for early retirement. If we are placed under stronger pressure to accelerate action to get down to our authorized ceiling, it would be necessary to develop alternative and more positive actions to supplement normal attrition.

5. With respect to those cases where it is apparent that an employee has talents or interests which might be better utilized in another Support component, we suggest the case might be referred to you or a member of your staff for endorsement to the appropriate DD/S Office. This would have the advantage of ensuring that deserving cases received special handling and are identified as warranting more than routine reassignment consideration. A more positive alternative would be the establishment of a special assignment committee composed of senior DD/S officers with the authority to make directed assignments in those deserving cases where an employee is simply misassigned but who has abilities which could be used in another Office with minimum reorientation and training.

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L. E. Bush
Director of Finance

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